



Operational Plan for Publication 2011-2015

DFID Research and Evidence Division

Updated June 2013

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Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.



1) Context

DFID's Research and Evidence Division (RED) is responsible for delivering the Secretary of State's major priority to make sure DFID invests in research and learning to use evidence of what works on the ground as a basis for how best to reduce global poverty, and provide high quality relevant evidence to others. It aims to achieve this through commissioning research on key questions in development, robust evaluations of DFID's programmes, high quality statistics, active engagement with policy makers and strengthening DFID's professional cadres. A strong evidence base and well conducted evaluation is essential for the provision of more effective development and humanitarian assistance to the poorest if we are to get best value for money, learn lessons for the future and demonstrate impact.

Research in international development is needed to innovate new products, evaluate best methods of delivery of development and humanitarian assistance, and understand the context to allow for well-informed decision-making. Tangible new products such as better crops or drugs, or less tangible products such as better tax regulations, are needed if development is to advance, and to combat emerging threats such as drug resistance. Rigorous research into delivery methods is needed to optimise their effectiveness, demonstrate things that work, and stop doing things which do not. Understanding the context, whether environmental, economic or political is essential for policymakers to be able to make rational decisions. RED's research commissioning teams aim to source high-quality research to fill the evidence gaps.

Synthesising evidence from all sources, assessing it for its quality and disseminating it to policymakers and practitioners as the basic foundation on which they can make rational decisions that maximise value for money (VfM). Currently much of the evidence they need is widely scattered, not systematically brought together and of variable quality. Systematic reviews, evidence papers, evidence brokers and research uptake work are needed along with better access to information by country teams.

Strengthening evaluation is a major priority to ensure we and others can learn from what DFID does and to ensure high quality spend. The evaluation team has moved to RED to work alongside the Chief Economist, Chief Statistician, Chief Scientific Advisers and research teams to strengthen DFID's capacity to learn from its own programmes. A new Quality Assurance unit has been set up under the Chief Economist to examine major new spend in DFID.

Increasing the professionalism of the advisory cadres will be essential as DFID moves into a phase where administrative resources are limited and evidence is even more central to DFID's work. Chief Professional Officers and Heads of Profession (C/HOPs) provide technical expertise and give leadership on new ways of achieving and maintaining the highest professional standards.

The research, evidence and professional skills work of RED responds to major Ministerial initiatives including increased emphasis on malaria, maternal health, family planning, climate change, the private sector, fragile states and girls and women.



2) Vision

Overview; The RED vision is to support DFID to become world-class in using evidence to drive Value for Money (VfM) and development impact, to influence other donors to be the same, and provide better evidence to all decision makers in development.

- **Alignment to DFID and wider UK Government priorities:** The Secretary of State has been clear that she wants DFID to be more systematic in the collection and use of evidence of impact. A top Ministerial priority is to secure maximum VfM in aid through rigorous independent evaluation and a focus on demonstrating results. RED has been reorganised to drive forward and support this. The new structure of RED has three pillars that covers the three main functions of the new division.
- **Commissioning Research:** make the commissioning and disseminating of research evidence under each Millennium Development Goal (MDG) theme more professional. This focuses on five themes which mirror DFID priorities: human development; agriculture; growth; climate and environment; and governance, conflict and social development. There will be emphasis and new initiatives on current and emerging Ministerial priority areas including: impact evaluations and trials; women and girls. malaria; maternal health; family planning; climate change; innovation and technology; fragile states; governance; and the private sector.
- **Making Evidence and Evaluation results accessible, driving VfM:** this pillar is responsible for analysing and dissemination of evidence to make better decisions for better aid delivery. It will make evidence more accessible to the user including country offices and their partners. This includes research, evaluation and statistical support, analysis such as the systematic review programme and enhanced access to databases and evidence sources. The Chief Economist and Chief Scientific Advisers provide the lead on economic and scientific policy advice to Ministers and the Top Management Group (TMG). The division is leading a change process of embedding evaluation in DFID, building evaluation skills, quality assurance and providing professional leadership in this area.
- **Professional cadres, using evidence across the organisation:** this pillar is responsible for increasing the professional skills and impact of the DFID technical cadres. The C/HOP vision is to attract and retain a high level cadre of development specialist who ensure DFID programmes worldwide deliver optimal results and VfM through high quality technical expertise and specialists who remain at the top of their field of expertise. The Quality Assurance unit reviews all DFID business cases over £40 million.

Much of our thematic work aligns with wider UK Government priorities such as support the UK's commitments to International Climate Change, Biodiversity and Desertification conventions, the cross-government Living with Environmental Change initiative and work on global issues by Research Councils.

- **What RED will stop doing:** RED will close programmes that are no longer strategic priorities and low performing projects where we no longer have confidence in the capacity of the programmes to deliver results. We will assess our funding models and stop using those which are shown not to be appropriate or cost effective. We ended commissioning centralised evaluations for DFID in 2011/12. The C/HOPs will combine external support for Continuing Professional Development (CPD) with internal resources.



3) Results

SRP	Indicator	Baseline (including year)	Expected Results (including year)
<p>SRP 1 honouring international commitments and MDGs MDG 6</p>	<p>New technologies (vaccines, diagnostics, medicines) developed for diseases affecting poor people. To include malaria and neglected tropical diseases, tuberculosis.</p>	<p>2002-10 four new drugs, four new diagnostics and four vaccine compounds in development; 2011-12: three new drugs developed and approved; two for malaria and one for chagas disease</p>	<p>By 2014 three new drugs licensed and five compounds move from discovery into development, three potential vaccine candidates tested in late stage clinical trials, three new diagnostic tests developed.</p>
<p>SRP 1 and 3 International commitments and wealth creation MDG 1</p>	<p>New technology developed to address the agricultural yield gap, hunger and malnutrition for farmers; New agricultural technology put into large scale production and use. Where technologies exist examine best ways to deliver them.</p>	<p>N/A. Long-standing multi-donor programmes</p>	<p>Upscaling of work on the effectiveness of mobile phone agro-advisory services to get technologies into large scale use, with Centre for Agricultural Bio-Science International (CABI) and mFarmer, reaching >4 million farmers. Launch of evaluation on Plantwise to look at cost-effective delivery and impact. G20 AgResults: three pilots launched to test effectiveness of innovative financing mechanisms (prizes, payment by results, to deliver new technologies (March 2013); external evaluation work initiated. Support to the G8 New Alliance on Agricultural science.</p>
<p>SRP 5 improve the lives of girls or women MDG 4 and 5</p>	<p>Evidence to expand access to family planning and maternal services among the poorest most vulnerable populations. Identify what works: innovations in service delivery and strengthening existing health systems. Evidence on causes and impacts of gender inequality, and what works to release potential through economic opportunities, reducing violence against women, and strengthening political voice and empowerment</p>	<p>Good current technologies but weak evidence base for much of the delivery system. Some evidence on extent of gender inequality; less evidence on what works (policy, institutional, programme interventions)</p>	<p>High quality evidence published in peer review journals and other sources) to inform policies in maternal and family health. By 2014 Research programmes established on Violence Against Women and Girls (VAWG), economic empowerment, and adolescent girls. By 2014 at least two high quality evidence papers on VAWG. By 2014, at least 10 innovations in women's economic empowerment developed and tested .</p>
<p>SRP 4 Conflict and stabilisation</p>	<p>Fund research on poverty, governance and social development , especially in fragile and conflict affected environments. Innovations in humanitarian practice developed and tested.</p>	<p>Over 100 papers published to March 2012 Limited innovation in humanitarian response (2010)</p>	<p>By 2015: All policy actors demonstrate improved perception of research on poverty, governance and social development, esp in fragile and conflict environments. By 2015: at least 50 new peer reviewed papers published, including 20 by southern institutions. Develop and test 10 innovations in humanitarian practice (by 2016)</p>



3) Results (continued)

SRP	Indicator	Baseline	Expected Results (including year)
<p>SRP 3 Wealth Creation</p> <p>MDG 1</p>	Demonstrate that policies, programmes and practices are influenced by DFID funded growth research programmes.	Seven examples up to end 2011-12	By March 2014, add six further examples (three from 2012/13, three from 2013/14).
<p>SRP 1 honouring international commitments</p>	Policies and markets that improve sustainable access by poor people to water, sanitation and hygiene are identified and tested	Existing water policies and incentives do not adequately address the needs of poor people and the sustainability of the resource.	Evidence based policies and market interventions contribute to improving access to safe water, sanitation and hygiene services by 15 million people (by 2015).
<p>SRP 6 Combat Climate change *</p> <p>MDG 7</p> <p>* DFID climate change programming is subject to the strategy and allocations of the UK's cross-Government International Climate Fund (ICF).</p>	<p>Better understanding of the drivers of African climate and the impacts of climate change on the lives of poor people.</p> <p>Policies and technologies to help poor people and developing countries adapt to the impacts of climate change are tested and disseminated.</p>	Limited evidence on the expected impact of climate change in Africa and the most appropriate adaptation responses (2010)	<p>Improved understanding of African climate science (short and medium term) and related humanitarian risks (by 2015)</p> <p>Resilience of high risk, vulnerable populations and their livelihoods strengthened (by 2017).</p> <p>Improved crop growth models and global and regional economic impact models, contribute to improved food security in Africa (by 2015)</p> <p>Review of metrics on sustainable intensification of agriculture informs international, processes including G8 Open Data and feeds into CGIAR and other monitoring systems (2013)</p>
<p>SRP 4 Conflict and Stabilisation</p> <p>SRP 2 more transparency in aid</p> <p>MDG 8</p>	<p>To identify what is working and learn lessons undertake evaluations of DFID programmes and research into practical interventions in Afghanistan, Pakistan and other conflict-afflicted or fragile states where this has been considered difficult to achieve.</p> <p>Evidence on effective strategies for anti-corruption and on mechanisms for improving transparency and accountability.</p>	<p>Limited data from existing programmes (2010)</p> <p>Evidence is limited and patchy (2012).</p>	<p>Three evaluations in DFID Af/Pak programmes or others in difficult environments.</p> <p>Research programmes on testing what works for anti-corruption and empowerment and accountability underway to produce rigorous evidence.</p> <p>Preliminary results published (2015)</p>



3) Results (continued)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
<p>SRP 2 More transparency in Aid MDG 8</p>	<p>To produce and make accessible high quality research and evidence: Portfolio quality score (PQS) Number of peer-reviewed publications % of these publications which meet DFID Open Access Policy Number of systematic reviews and evidence papers published (from a baseline of zero). Build more and better impact evaluations into DFID programmes</p>	<p>The 2011-12 baseline is 50% OA funded solely or mainly by RED, 45% OA minority RED funded. All indicators to be measured 2011/12 No Open access policy</p>	<p>PQS in top quartile for DfiD Expect steady increase in publications and % open access (in line with RED budget increase but lagged by years) Open Access published in July 2012 From 2012/13 an average of 50 evaluations will be commissioned per year</p>
<p>SRP 2 More transparency in Aid MDG 8</p>	<p>To promote the use of evidence within DFID and beyond: The number of page views of Evidence and Resources on Insight Number of downloads from the e-library Number of visits to R4D</p>	<p>11,100 page views; 10,342 articles and 16,575 EIU reports;</p>	<p>Sustained, steady increases in the use of all three resources. 1,484,905 visits between April 2012 and February 2013 and around 1 million unique visitors</p>
<p>SRP 5 Lead international action to improve the lives of girls and women MDG 3</p>	<p>All new research programmes and evaluations undertake gender analysis as demonstrated in programme proposals, inception reports, M&E frameworks, and programme outputs. Number of programmes targeted at the needs of women and girls.</p>	<p>30% in 2010 Unknown</p>	<p>Target 15% increase year on year, we are currently undertaking a stocktake of progress in this area.</p>
<p>SRP 2 More transparency in Aid MDG 8</p>	<p>To increase the effectiveness of the global statistical system and strengthen statistical capacity in partner countries. Measured by the Statistical Capacity Indicator (SCI) score for International Development Association countries. Develop programmes that address South Asian regional priorities and build regional research capacity</p>	<p>29 2011-12 BCs were assessed: four addressed all four adequately eight addressed all four but needed to supply more information SCI=62 in 2011</p>	<p>Increase in SCI score. Outputs from research and capacity building in South Asia</p>
<p>SRP 2 More transparency in Aid MDG 8</p>	<p>To strengthen professional skills of advisory staff through full implementation of continued professional development (CPD) strategy and number of advisers passing the Technical Competence Assessment (TCA) Promote and assure the effective use of evidence in Business Cases (BCs). Assess the use of evidence in large value BCs against four criteria: choice of evidence, function of evidence, assessment of quality and applicability, proportionality and context</p>	<p>Recruited 220 new advisers for the advisory pool with 100 of these starting work by March 2012 0 for TCA.</p>	<p>All CPD training and conferences delivered to a high standard – 70% good/very good in evaluations Continual improvement in use of evidence; target of 90% of large BCs showing good use of evidence by end of CSR period. 300 new advisers recruited to date. 20 DFID Entry Scheme for Advisers (DESA) recruits have been recruited for 2013/14.</p>



3) Results (continued)

Evidence supporting results

The evidence supporting our results comes from;

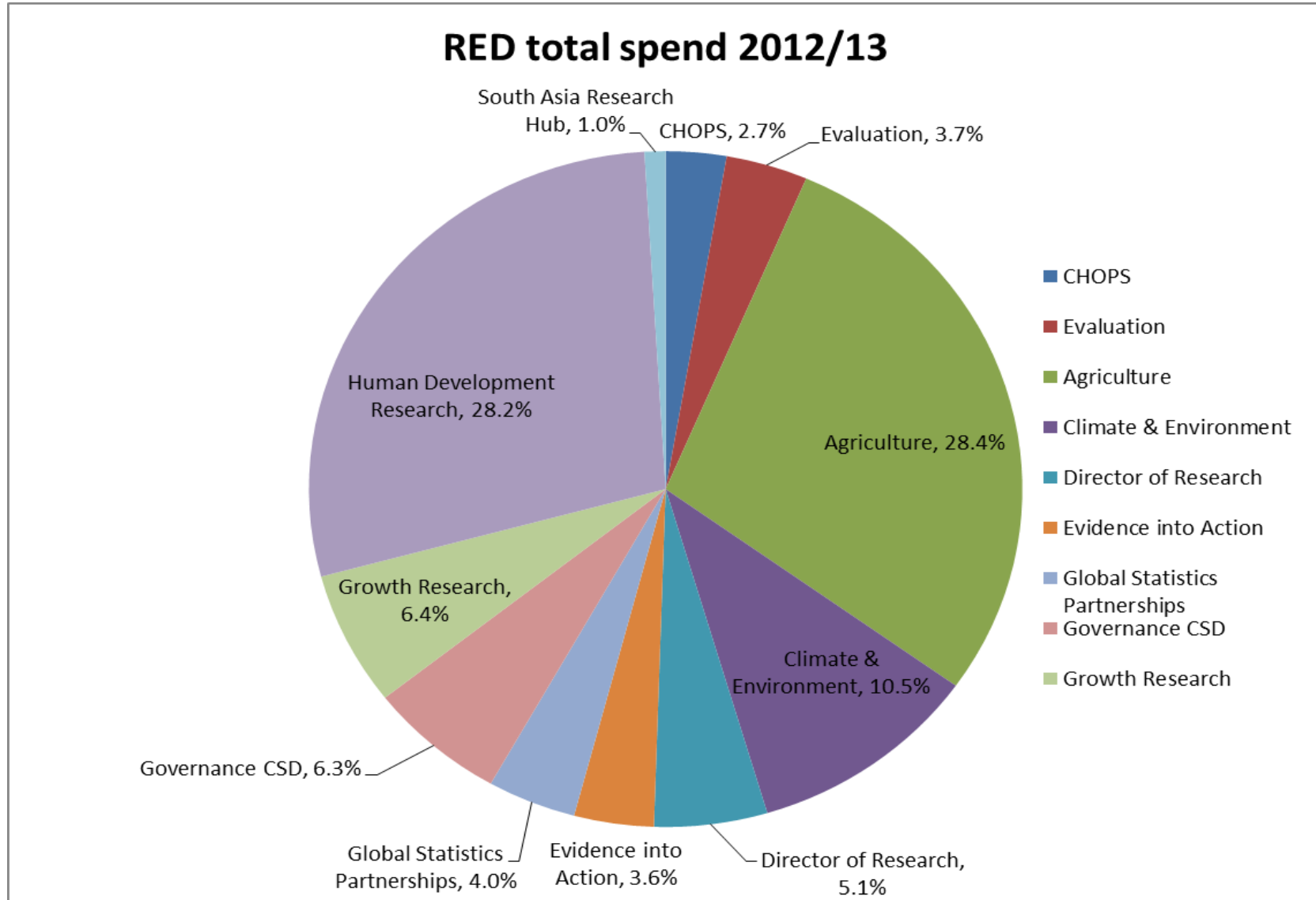
- Systematic reviews of the body of evidence,
- Lesson learning from evaluations,
- Evidence papers which identify existing evidence on a particular subject,
- Programme monitoring and review visits.
- Theory of change frameworks
- RED hold central data on a range of indicators in our Divisional Results Framework including our investments, hits on websites such as R4D, data collected from our partners and case study evidence.
- RED are putting in place credible evaluation arrangements and building a culture across DFID where rigorous evaluation is a routine part of management.

Value for Money (VfM) rationale: There are three levels of VfM rationale in this plan;

- 1) Evidence that supports better VfM for DFID,** for example; research that leads to a reduction in poverty through developing new technologies, research that allows us to do more with available funds (e.g. reducing the cost of interventions through research) that allows DFID to focus on developing ideas that are both feasible and cost-effective, research that also improves governance and counter corruption while promoting growth, and evaluations that provide VfM evidence regarding interventions including research/evaluation that focuses on what works and what doesn't.
- 2) Ensuring VfM in our portfolio.** Compared to other large funders of research, including the Research Councils, RED has the lowest admin costs at 2.7% of programme costs (Wellcome Trust, UK Research Councils for example range between 3.5%- 7%). Our economists are developing rates of returns to research investments in different sectors; shown to be particularly high in agricultural research (47% WDR 2008) and health research (WHO in 2008 showed returns of \$3 or more for every health dollar spent). The Evidence into Action team works to ensure DFID's investments in research are realised and used by DFID and other practitioners. Capacity building and more open procurement increases the range of institutions DFID work with, which helps foster innovation and greater research capacity in 'the south' meaning high quality research can be conducted at lower cost. Research on gender (improving health and education for girls and women) has high returns.
- 3) Ensure VfM through professional cadres;** DFID's reputation is built on the quality and impact of its staff. The C/HOP structure focuses on providing and managing high quality expertise to deliver results and VfM.



4) Delivery and Resources





4) Delivery and Resources

DFID have extensive partnerships and co-funding arrangements with a wide range of research and development organisations. These include the United Nations (UN), the World Bank, the range of Consultative Group on International Agriculture Research agricultural research centres, Specialist research programmes based within the World Health Organisation, the Bill and Melinda Gates Foundation, the UK Research Councils (in particular Medical Research Council (MRC), Biotechnology and Biological Sciences RC (BBSRC), Engineering and Physical Sciences RC (EPSRC), Natural Environmental RC (NERC), Economic and Social RC (ESRC), the Met Office's Hadley Centre, the Wellcome Trust, OECD development agencies and product development partnerships (PDPs) with the private sector. We also work with a range of overseas research donors including Canada, China, Switzerland, the Netherlands and US. Partners in developing countries include universities, regional research organisations in Africa and Asia and the private sector.

1. Funds to Research Organisations

This is where DFID support research in partnership with a research institution such as supporting smallholder vegetable crops through working with the Consultative Group on International Agriculture Research. The impact of these funds is reported through our representation on the Organisations' governing boards and through our own performance frameworks which give objectives and indicators for the results we jointly expect the organisation produce.

2. Product Development Partnerships (PDPs)

These are a form of core funding and include about half of the funding for health research. PDPs offer an innovative funding model to develop new or improved medicines to combat diseases of poor people (or their animals) for which prevention or treatment is lacking or inadequate.

3. Research Programme Consortia (RPCs)

RPCs are centres of specialisation around a particular research and policy theme. They are made up of a group of institutions (typically 4 - 6), including institutions in developing countries, with a lead institution that has overall management responsibility. Institutions may include academic, civil society and commercial organisations. RPCs aim to generate new policy-relevant knowledge that will help developing countries, the wider development community and DFID.

4. Direct Funding other than RPC's

Direct funding may also take place through conventional projects, which like all other DFID spending, are structured around a project memorandum, logframes and budgets. Examples include the Research Into Use Programme contracted by DFID to Natural Resources International Limited.

5. Research councils

This includes joint programmes with the UK research councils such as ESRC, BBSRC, MRC, for example jointly working with NERC and ESRC on the 'Ecosystem Services for Poverty Alleviation research programme .

6. Collaboration with other Donors

DFID work with other donors to develop joint research. These are bilateral relationships in which we have shared objectives. Examples are climate adaptation with the Canadian International Development Research Centre (IDRC), tobacco control with IDRC, health research capacity strengthening with the Wellcome Trust and impact on maternal mortality with USAID and the Gates Foundation.



4) Delivery and Resources (Research)

Planned Programme Spend (Research)

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15		TOTAL		
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total £'000
Wealth Creation	30,590		8,271		57,855		63,175		159,891	0	159,891
Climate Change	28,000		6,356		35,625		42,275		112,256	0	112,256
Governance and Security	10,374		10,189		18,620		19,950		59,133	0	59,133
Education			190						190	0	190
Reproductive, Maternal and Newborn Health	62,700		0		82,650		82,650		228,000	0	228,000
Malaria			4,000						4,000	0	4,000
HIV/Aids			8,500						8,500	0	8,500
Other Health			6,437						6,437	0	8,500
Water and Sanitation	3,325		3,498		6,650		6,650		20,123	0	20,123
Poverty, Hunger and Vulnerability	10,450		130		16,150		15,200		41,930	0	41,930
Humanitarian									0	0	0



4) Delivery and Resources (Evaluation Department)

Planned Programme Spend (Evaluation)

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15		TOTAL		
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total
Wealth Creation	377				361		361		1,099	0	1,099
Climate Change	377				361		361		1,099	0	1,099
Governance and Security	755				722		722		2,199	0	2,199
Education	377		10		361		361		1,109	0	1,109
Reproductive, Maternal and Newborn Health	377				361		361		1,099	0	1,099
Malaria	189				181		181		550	0	550
HIV/Aids	189				181		181		550	0	550
Other Health			10						10	0	10
Water and Sanitation	189				181		181		550	0	550
Poverty, Hunger and Vulnerability									0	0	0
Humanitarian			92						92	0	92
Other MDG's	189				181		181		550	0	550
Global Partnerships	755		5,765		10,308		16,597		33,425	0	33,425
TOTAL	3,774	0	5,877	0	13,196	0	19,485	0	42,332	0	42,332



4) Delivery and Resources (Chiefs and Heads of Profession)

Planned Programme Spend (Chiefs and Heads of Profession)

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15		TOTAL		
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total
Wealth Creation	377		211		361		361		1,311	0	1,311
Climate Change	377		211		361		361		1,311	0	1,311
Governance and Security	755		3,209		722		722		5,407	0	5,407
Education	377		211		361		361		1,311	0	1,311
Reproductive, Maternal and Newborn Health	377				361		361		1,099	0	1,099
Malaria	189				181		181		550	0	550
HIV/Aids	189				181		181		550	0	550
Other Health			211						211	0	211
Water and Sanitation	189				181		181		550	0	550
Poverty, Hunger and Vulnerability			211						211	0	211
Humanitarian									0	0	0
Other MDG's	189				181		181		550	0	550
Global Partnerships	755		282		722		722		2,481	0	2,481
TOTAL	3,774	0	4,547	0	3,610	0	3,610	0	15,541	0	15,541



4) Delivery and Resources (Research)

Planned Operating costs (Research)

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Frontline staff costs - Pay	200	2150.5	3778	5024	5778	16931
Frontline staff costs - Non Pay		213	289	296	330	1128
Administrative Costs - Pay	4765	3076.5	2406	1588	1580	13416
Administrative Costs - Non Pay	1284	859	273	254	271	2941
Total	6249	6299	6746	7162	7959	34415



4) Delivery and Resources (Evaluation Department)

Planned Operating costs (Evaluation)

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Frontline staff costs - Pay						0
Frontline staff costs - Non Pay						0
Administrative Costs - Pay	1,283	1,048	934	881	930	3267
Administrative Costs - Non Pay	471	290	129	149	512	890
Total	1,754	1,338	1,063	1030	1442	4157



4) Delivery and Resources (Chiefs and Heads of Profession)

Planned Operating Costs (Chiefs and Heads of Profession)

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Frontline staff costs - Pay						0
Frontline staff costs - Non Pay						0
Administrative Costs - Pay	1680	1860	1860	1691	1371	8462
Administrative Costs - Non Pay	500	520	520	717	615	4052
Total	2180	2380	2380	2408	1986	12514



4) Delivery and Resources (Research)

Planned Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation		
Further examples of Programme efficiency		

	2011/12		2012/13		2013/14		2014/15	
Administrative Cost Savings Initiative (from 2010/11 baseline)	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		150						
Reduction in Travel		80						
Reduction in Training					21			
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructu	140		824	69.3				
Other Reductions		30	0	110	112			
Total	140	260	824	179.3	133	0	0	0



4) Delivery and Resources (Evaluation Department)

Planned Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation		
Further examples of Programme efficiency		

Administrative Cost Savings Initiative (from 2010/11 baseline)	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments								
Reduction in Travel		0	10					
Reduction in Training								
Reduction in Estates & Property Costs	0		0					
Reduction in costs as a result of Office Restructuring			160					
Other Reductions			20		102			
Total	0	0	190	0	102	0	0	0



4) Delivery and Resources (Chiefs and Heads of Profession)

Planned Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation		
Further examples of Programme efficiency		

Administrative Cost Savings Initiative (from 2010/11 baseline)	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments								
Reduction in Travel		0						
Reduction in Training								
Reduction in Estates & Property Costs	0		0					
Reduction in costs as a result of Office Restructuring								
Other Reductions			0		192			
Total	0	0	0	0	192	0	0	0



5) Delivering Value for Money (VfM)

- The Chief Economist and Chief Scientific Advisers contribute to VfM throughout DFID by providing review, technical guidance and policy advice and by fostering strong relationships with development partners such as the World Bank, IMF and academia.
- The QA unit fosters VfM throughout DFID by holding offices to high standards, flagging potential inefficiencies and informing staff about measuring VfM
- RED supplies VfM to DFID directly through the rigorous scrutiny process of our procurement and management processes. RED is one of the most scrutinised parts of DFID with individual programmes being routinely subjected to peer review and team portfolios reviewed by the external Independent Research Advisory Committee and internally through the Research Committee. All need to demonstrate they are building on existing evidence bases.
- Research partners engage closely with users (DFID country offices, Policy Division) to ensure the research agenda is defined tightly around operationally relevant questions.
- All new programmes are required to submit a section on VfM in their proposal and once commissioned potential efficiency savings/VfM regularly form part of the annual review process.
- C/HOPs supply VfM to DFID through the provision and development of high quality technical expertise, challenge, intellectual leadership and lesson learning to all our programmes.
- RED and EvD provides DFID more widely, especially country offices, with value for money evidence regarding what works, what can be done better or cheaper and what does not work.
- The Division provides all its research and evaluation results as global public goods and aims for open access to the wider development community ensuring maximum use and application of our investments.
- RED works with other parts of DFID to ensure that quality assured and analysed research, evaluations and evidence are relevant in informing the challenges that they face, and that professional information is accessed through the evidence databank and e-Library.
- The Division is working with research councils to manage large numbers of small projects. These are individually high risk and drive innovation which is essential for organisational value for money whilst maintaining the same overall risk profile.
- Many programmes are in partnership with other donors and leverage the funding of others towards our poverty reduction agenda.
- DFID encourage individual research programmes to work together to achieve economies of scale and include cross cutting issues (growth and agriculture, urbanisation)
- There are challenges to developing standard metrics for assessing VfM throughout DFID. Rates of return metrics work well for some areas but not for others. To tackle this issue a new Research Evaluation and Impact advisor assesses the impact of research funding.
- Effective portfolio management, regular annual reviews that scrutinise outcomes, project budgets and finances to ensure VfM. Careful negotiation on administration costs with our partners are important in this.
- RED have achieved efficiency savings from limiting consultancies and bringing the work in-house while using cheaper travel arrangements. Future work on developing guidance internally and supporting enhancement of staff skills will bring other work in-house that would previously be contracted out.



6) Monitoring and Evaluation

Monitoring

The RED operational plan and results framework are monitored on a 6 monthly and yearly basis respectively. Each of the RED teams including EvD, the HoPs/CPO, Q A unit have used the operational plan format to develop their own internal management plan. Each team has its own Monitoring and Evaluation (M and E) lead person who is responsible for the team's theory of change and performance indicators that direct, communicate and measure team progress. The cross cutting issues of gender and capacity building have separate theories of change and indicators. Team plans and performance indicators are discussed with the Director, Deputy Head and divisional M and E lead every six months. The end of year team discussions will inform the analysis of progress of the divisional plan. The cross divisional M and E group meet monthly to embed good M and E practice and collect the high level RED indicators used to monitor the RED operational plan and the RED seven pathway results framework.

Evaluation

EvD will quality assure evaluation across DFID, provide expert advice, support impact evaluations and integrate this into lesson learning systems within DFID. RED has a M and E unit which is leading on evaluating the impact of research. This team is led by an embedded evaluation adviser. Lesson learning from this work feeds back into teams through the M and E leads network. We have an audit committee that meets monthly to learn lessons across the division from success and failure and ensures cross cutting issues are discussed.

Building capacity of partners

This is an important outcome for RED and we have an A2 adviser who works across the division on improving capacity building across all our programme. All new Research Programme Consortia have objectives on strengthening capacity of Southern institutions and follow guidance on this. A number of stand alone programmes provide long term support for building capacity, e.g. the Africa Economic Research Consortium, Building Capacity for Utilisation of Research Evidence, the Partnership for African Social and Governance Research and support to medical research capacity in Kenya and Malawi. EvD works with the OECD- DAC and other established evaluation networks to build up evaluation capacity and best practice. The C/HOPs and cadres work with development partners to enhance and influence development thinking and poverty reduction.



7) Transparency

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents, and we will provide opportunities for those directly affected by our projects to provide feedback. Information about all DFID-funded research programmes is already available on the Research4Development (R4D) website. It is a contractual requirement to submit regular updates to this site. This information includes plain English summaries of each programme and a wide range of different outputs, including 500 projects, 23,000 research outputs and 14,000 pdfs on specialist topics as well as details of over 4,000 research organisations worldwide with whom DFID has worked.

The Division, and particularly the QA unit, C/HOPs and Global Outreach team will contribute to strengthening the quality assuring the Business Cases published on DFID's website are based on evidence of impact and clear appraisals. Since 2012 all new project work has been published and each team ensures that project titles and descriptions are clearly apparent to the non specialist reader and all text is written in plain English.

RED published the DFID Research open access policy in June 2012. Open access refers to unrestricted, irrevocable and free online access by any user worldwide to full-text/full version scientific and scholarly material. The aim of this policy is to improve access to research outputs funded by RED, thereby making them global public goods, to increase the uptake and use of research results. Both rich and poor governments across the world are demanding to know in detail what they're getting for their aid money, scaling up what works and ending what doesn't. We increasingly expect that researchers will publish their outputs in sources that are widely accessible and giving open access to their data sets. Better quality data will enable DFID programmes to be more transparent about the results they achieve.

DFID are currently discussing the increasing need for openness and transparency with all of our partners and highlighting the changes within DFID and what it means for them, for example publically available annual reviews. We are active in the International Forum of Research Donors, aiming to share strategic thinking, lessons, peer reviewing and funding priorities to identify synergies and avoid duplication of effort..



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Annex A: Revisions to Operational Plan 2012/13

There have been no major changes to the substance of the Research and Evidence operational plan. We have taken the view that for best results we should continue to promote and expand our existing strategy to embed the use of evidence across DFID to improve the development impact of the organisation.



Annex B: Results Progress

SRP	Indicator	Baseline (including year)	Expected Results (including year)
SRP 1 honouring international commitments and MDGs MDG 6	New technologies (vaccines, diagnostics, medicines) developed for diseases affecting poor people. To include malaria and neglected tropical diseases, tuberculosis.	2002-10 four new drugs, four new diagnostics and four vaccine compounds in development; 2011-12: three new drugs developed and approved; two for malaria and one for chagas disease	By 2014 a further three new drugs licensed and five compounds move from discovery into development, three potential vaccine candidates tested in late stage clinical trials, three new diagnostic tests developed.
SRP 2 More transparency in Aid MDG 8	To produce and make accessible high quality research and evidence: Portfolio quality score (PQS) Number of peer-reviewed publications % of these publications which meet DFID Open Access Policy Number of systematic reviews and evidence papers published (from a baseline of zero). Build more and better impact evaluations into DFID programmes	The 2011-12 baseline is 50% OA funded solely or mainly by RED, 45% OA minority RED funded. All indicators to be measured 2011/12 No Open access policy	Portfolio Quality Score in top quartile for DfiD Expect steady increase in publications and % open access (in line with RED budget increase but lagged by years) Open Access Policy for DFID published in July 2012 From 2012/13 an average of 50 evaluations will be commissioned per year
SRP 2 More transparency in Aid MDG 8	To promote the use of evidence within DFID and beyond: The number of page views of Evidence and Resources on Insight Number of downloads from the e-library Number of visits to R4D	11,100 page views; 10,342 articles and 16,575 Economist Intelligence Unit reports;	Sustained, steady increases in the use of all three resources. 1,484,905 visits between April 2012 and February 2013 and around 1 million unique visitors
SRP 1 and 3 International commitments and wealth creation MDG 1	New technology developed to address the agricultural yield gap, hunger and malnutrition for farmers; New agricultural technology put into large scale production and use. Where technologies exist examine best ways to deliver them.	N/A. Long-standing multi-donor programmes	Up-scaling of work on the effectiveness of mobile phone agro-advisory services to get technologies into large scale use, with Centre for Agricultural Bio-Science International (CABI) and mFarmer, reaching >4 million farmers. Launch of evaluation on Plantwise to look at cost-effective delivery and impact. G20 AgResults: three pilots launched to test effectiveness of innovative financing mechanisms (prizes, payment by results, to deliver new technologies (March 2013); external evaluation work initiated. Support to the G8 New Alliance on Agricultural science.

* These results may not be directly aggregated with other country results due to different measurement methodologies